R E P O R T R E S U M E S

ED 011 757 JC 660 041

ADMINISTRATORS FOR AMERICA'S JUNIOR COLLEGES--PREDICTIONS OF NEED 1965-1980.

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PUB DATE 65

EDRS PRICE MF-$0.09 HC-$1.16 29P.

DESCRIPTORS- *JUNIOR COLLEGES, *ADMINISTRATIVE PERSONNEL, EMPLOYMENT QUALIFICATIONS, DISTRICT OF COLUMBIA

THE MAJOR SOURCES ON WHICH THIS NEED SURVEY IS BASED INCLUDE AN ADMINISTRATORS' INFORMATION FORM DEVELOPED SPECIFICALLY FOR THIS STUDY, THE JUNIOR COLLEGE DIRECTORY, AND THE EDUCATION DIRECTORY, 1963-64, PART III. THERE WILL BE A NEED FOR NEARLY 3,000 NEW ADMINISTRATORS IN MAJOR POSITIONS OVER THE NEXT 15 YEARS, INCLUDING 1,403 PRESIDENTS, 1,507 CHIEF ACADEMIC DEANS, 956 CHIEF STUDENT PERSONNEL ADMINISTRATORS, AND 1,041 CHIEF BUSINESS MANAGERS. AT PRESENT, CONSIDERABLY LESS THAN HALF OF ALL JUNIOR COLLEGE PRESIDENTS HOLD AN EARNED DOCTORAL DEGREE, AND MORE ACADEMIC DEANS IN PROTESTANT-RELATED JUNIOR COLLEGES HOLD THE DOCTORATE THAN DO THE PRESIDENTS OF THESE INSTITUTIONS. THE MOST FREQUENT SOURCE OF JUNIOR COLLEGE ADMINISTRATIVE PERSONNEL, EXPRESSED IN TERMS OF PREVIOUS POSITIONS, IS FROM WITHIN THE SAME INSTITUTION. THIS SOURCE IS HIGHEST FOR ACADEMIC DEANS AND LOWEST IN THE CASE OF JUNIOR COLLEGE PRESIDENTS. TO MEET FUTURE NEEDS IT IS RECOMMENDED THAT INSERVICE PROGRAMS BE ESTABLISHED TO ASSIST AND UPGRADE ADMINISTRATORS ALREADY PRACTICING AS WELL AS FOR TRAINING NEW PEOPLE IN THE FIELD. THIS DOCUMENT IS ALSO AVAILABLE FROM THE AMERICAN ASSOCIATION OF JUNIOR COLLEGES, 1315 SIXTEENTH STREET, N.W., WASHINGTON, D.C. 20036, FOR $0.50. (HS)

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Predictions of Need 1965-1980

RAYMOND E. SCHULTZ

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A Publication of the American Association of Junior Colleges
1315 Sixteenth Street, N.W., Washington, D. C. 20036

1965

JC 660 041

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Library of Congress Card Catalogue No. 65-18291

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INTRODUCTION

In this report of a nation-wide study of junior college administrative needs, a number of the findings and predictions may well surprise, if not startle the careful reader. For example, the report indicates that: (1) there will be a need for nearly 3,000 new administrators in major positions over the next 15 years; (2) considerably less than half of all junior college presidents hold an earned doctoral degree; (3) more academic deans in protestant-related junior colleges hold the doctorate than do the presidents of these institutions; and (4) more than three-fourths of all private junior college presidents are over 53 years of age.

These findings are significant when viewed in relation to the increasingly greater role the junior college plays in American higher education. Two-year institutions, both publicly and privately supported, are serving a growing number of the country's youth and adults who continue education beyond the high school. In recent years, several states have developed and placed into operation plans to establish junior colleges within commuting distance of a majority of all high school graduates within these states. Other states are studying similar approaches to the extension of educational opportunities. Junior colleges, generally, are experiencing greatly increased enrollments. While the most spectacular development has been in public institutions, private junior colleges have also expanded their role in higher education.

Few would disagree that one of the most important factors in determining whether American junior colleges will measure up to the expectations held for them is the quality of their ad-

ministrative leadership. The W. K. Kellogg Foundation recognized this concern in 1960, when it extended grants to ten major universities for the establishment of special graduate programs to prepare men and women for junior college administrative positions. The original four-year grants by the Foundation have subsequently been renewed for an additional three-year period. Even with such substantial assistance from the Foundation, there continues to be a shortage of qualified personnel to fill the rapidly multiplying number of administrative vacancies in junior colleges.

In view of this problem, the American Association of Junior Colleges has sought specific data on anticipated junior college administrative needs. So that sound decisions can be made on additional measures required to obtain adequate leadership for junior colleges in the years immediately ahead, this predictive study was undertaken at the request of the Association through its Commission on Administration. It covers a 15-year period, from 1965 to 1980.

In the course of this investigator's research, invaluable assistance was provided by three of his graduate students, Dayton Y. Roberts, Archie B. Johnston, and Richard H. Smith. Excellent and essential cooperation was received from junior college administrators throughout the country. Analysis of the data was greatly facilitated by the Computing Center at Florida State University. (The Center is partially supported by a grant from the National Science Foundation.)

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February 1965

DESCRIPTION OF APPROACH

Basic Factors in Determining Needs

Four factors were considered in approaching the study: (1) replacements needed for existing administrators, (2) positions created by the establishment of new institutions, (3) positions eliminated because institutions ceased to exist as junior colleges, and (4) positions created or eliminated in existing institutions. No evidence could be found that the last factor affected needs for the particular positions included in the study. Consequently, it was eliminated from the computations.

Definitions of Basic Terms

1. *Junior College.* The term "junior college" is defined as an educational institution organized and administered principally to offer educational programs of not more than two years' duration beyond high school level and having as one of its major purposes a two-year program acceptable for full baccalaureate degree transfer credit. (Exclusions: (a) divisions or branches of senior colleges, (b) proprietary institutions, and (c) Catholic seminaries.)

2. *New Administrator.* A newly employed administrator who is recruited from some other type of position. (Note: To illustrate, a person who moves directly from the presidency of one junior college to the presidency of another junior college is *not* classified as a new administrator.)

3. *Replacement.* A new administrator who fills a position which has been vacated. *Replacement need* is expressed both as a percentage rate and as a number requirement.

4. *Chief Administrator.* The person with direct responsibility for the overall administration of a junior college. Where an institution has more than one campus, the head of each is considered a chief administrator for the purpose of this study.

The term *president* is used interchangeably with *chief administrator.*

5. *Chief Academic Dean.* The person serving directly under the chief administrator with primary responsibility for administration of a junior college's educational program.

6. *Chief Student Personnel Administrator.* The person whose primary assignment is to direct and supervise an institution's student personnel program.

7. *Chief Business Officer.* The person whose primary assignment is the business management of a college.

In many junior colleges there are other positions that entail major administrative responsibilities. These positions vary so greatly in title and scope that the use of generic titles would be largely meaningless. The positions of dean of technical and vocational programs (or dean of evening divisions) were not included in the study because such positions are generally limited to public junior colleges. In addition, the rapid rate of growth of these programs makes predictions of such personnel need highly precarious.

Sources of Information

Major information sources on which these predictions are based include:

1. *Administrator's Information form.* Developed specifically for this study, this form was circulated to obtain personal and experience information for use in predicting replacement needs. In addition, the form provided valuable information on sources of administrative personnel. Responses were received from 92 percent of the public junior colleges, 78 percent of the independent junior colleges, 86 percent of the protestant junior colleges, and 60 percent of the Catholic junior colleges. Hence, the sample is considered to be representative of junior colleges nationally.

2. *Junior College Directory.* The 1963 issue of this annual directory, published by the American Association of Junior Colleges, was used to identify institutions and chief administrators. Previous issues of the directory were used to determine trends in the numbers of junior colleges.

3. *Education Directory, 1963-1964, Part III, Higher Education,* OE-50000-64, published by the Office of Education of the

United States Department of Health, Education, and Welfare (USOE). Past issues of this publication provided data supplemental to information obtained from the *Junior College Directory*. The USOE Directory was used in computing replacement needs and in determining the proportion of institutions maintaining each administrative position for which predictions were made.

4. *Other Sources.* Sources used to arrive at estimates of the number of new junior colleges anticipated from 1965 to 1980 included state reports relating to plans for establishing junior colleges, projected junior college enrollment figures, estimates by recognized authorities on junior colleges, and correspondence with state and national education leaders.

Basic Assumptions

The following basic assumptions were made.

1. The frequency of each position predicted will continue in the same ratio as presently to the number of junior colleges (by type).

2. The average annual replacement need for each position during the decade preceding this study is a valid index for the period covered by the predictions.

3. The establishment of new private junior colleges will continue at the same average annual rate over the period covered by the predictions as during the preceding decade.

4. The establishment of new public junior colleges will be at a somewhat accelerated rate over the period covered by the predictions.

5. The reduction in the number of junior colleges due to either change in classification or discontinuation will remain at the same annual rate over the period covered by the predictions as during the decade preceding this study.

PREDICTION OF NEED

Chief Administrators

Based on an analysis of the data, it is predicted that 1,403 new presidents will have to be employed by the nation's junior colleges, both public and private, during the period 1965-66 through 1979-80. It will be observed from Table I that the predicted need for the ten-year period, from 1965 to 1975, is 887—more than a 100 percent increase over the present total.

As anticipated, Table I shows that the greater need for chief administrators will be in public junior colleges. Still, 460 new presidents will be required for private junior colleges, or approximately one-third of the total need. Of the three types of private junior colleges (independent, protestant, and Catholic), it is expected that an accelerated rate of need will occur only in the case of Catholic institutions. The number of Catholic junior colleges has increased appreciably in recent years, while almost no increase has occurred in the number of independent and protestant institutions.

The establishment of new institutions is expected to generate the greatest need for presidents of public junior colleges (Table II). In the case of private institutions, by contrast, the primary need will be for men and women to fill positions that have been vacated. The replacement rate (Table II) also varies considerably among the four types of institutions. It is the lowest for public colleges, where an average of 4.7 percent of the presidencies have been vacated each year, and highest for Catholic institutions, where the replacement rate has averaged 13 percent.

One factor accounting for this difference in replacement need is the level of educational attainment. It was found that many more public than private junior college presidents possess doctoral degrees (Table X). This may reflect the attractiveness of the position in terms of salary and leadership opportunity, as well as the qualifications of those selected. Another reason for this difference in replacement rate is that public junior college presidents, as a group, are younger than their counterparts in

TABLE I

PREDICTED NEED FOR ADDITIONAL JUNIOR COLLEGE PRESIDENTS 1965-1980

Type of Institution	Additional Presidents Needed			
	1965-70	1970-75	1975-80	Total for 15-Year Period
Public	267	322	354	943
Independent	40	43	45	128
Protestant	49	49	49	147
Catholic	55	62	68	185
Total	411	476	516	1,403
Average Number Per year	82.2	95.2	103.2	

private institutions; consequently they have a lower rate of retirement, death, and health failure. During this study, the percentage of presidents falling in each of the three age groups was as follows:

Type of Junior College	Age Distribution of Presidents		
	Percent Under 45 Years of Age	Percent 45 Through 53 Years of Age	Percent Over 53 Years of Age*
Public	24	39	37
Independent	6	18	76
Protestant	4	14	84
Catholic	5	5	90

* Presidents in this age group will reach age 69 (which exceeds the normal retirement age) within the 15-year period covered by these predictions.

Chief Academic Deans

The study showed that slightly more than 1,507 new chief academic deans of junior colleges will be needed during the period from 1965 to 1980. There are presently approximately 550 chief academic deans in all junior colleges, which means that this predicted increase amounts to nearly three times the total number of existing chief academic deans. Junior colleges with large enrollments frequently have several deans with major academic responsibility, although only one from each institution is represented in these predictions. Therefore, the actual need for academic deans will be greater than the 1,507 figure.

TABLE II

APPLICATION OF FACTORS FOR DERIVING PREDICTIONS OF NEED FOR JUNIOR COLLEGE PRESIDENTS 1965-1980

Type of Institution	Number of Institutions 1964-65*	Percent With Presidents	Replacements		New Institutions**		Total Need
			Rate Per Year	Number Required	Avg. No. Per Year	Staff New Institutions	
Public	448	100%	4.7%	443	33.3***	500	943
Independent	95	100%	6.2%	98	2.0	30	128
Protestant	97	100%	9.1%	132	1.0	15	147
Catholic	58	100%	13.0%	140	3.0	45	185
Total	698			813		590	1,403

* These figures are projections based on figures given in the 1964 **Junior College Directory** of those institutions which fit the definition given on page 9 of this report.

** It is assumed that when junior colleges become senior colleges, their administrative staffs enter the senior college ranks. However, a special study was made to determine the number of junior colleges that have been making such a transition in order that the net number of institutions could be calculated each year. This refined figure was used in computing replacement needs due to turnover.

*** Estimated to be 30 per year for the 5-year period 1965-1970 and 35 per year for the 10-year period 1970 to 1980. The reader is reminded that each campus of an institution with multiple campuses is counted separately for purposes of these predictions.

Table III shows that approximately two-thirds of this predicted need will be in public junior colleges. The proportionate need predicted for Catholic junior college chief academic deans is less than the prediction for either independent or protestant institutions, primarily because a higher proportion of independent and protestant colleges actually maintain the position of academic dean. Table IV indicates that 87 and 93 percent, respectively, of independent and protestant junior colleges have chief academic deans as compared to only 73 percent for Catholic institutions. The percentages for independent and protestant junior colleges are also higher than those for public junior colleges, wherein 76 percent maintain this position.

TABLE III

PREDICTED NEED FOR ADDITIONAL JUNIOR COLLEGE CHIEF ACADEMIC DEANS 1965-1980

Type of Institution	Additional Chief Academic Deans Needed			
	1965-70	1970-75	1975-80	Total for 15-Year Period
Public	300	368	418	1,086
Independent	50	53	56	159
Protestant	50	50	50	150
Catholic	34	37	41	112
Total	434	508	565	1,507
Average Number Per Year	86.8	101.6	113.0	

This data does not provide an explanation for the differences described above. Since private institutions generally have small enrollments in comparison with the enrollments of public junior colleges, it might be assumed that fewer private junior colleges would maintain the position of a chief academic dean. Very possibly, however, the role of president in public junior colleges, with relatively small enrollments, differs from that in small independent and protestant institutions. In the latter institutions, a major responsibility of the president may be fund raising. If this is the case, he probably delegates academic responsibility to a dean. Presidents of public junior colleges of comparable size, on the other hand, are usually not directly responsible for raising funds to operate the institution. This enables them to assume more academic responsibilities.

TABLE IV

APPLICATION OF FACTORS FOR DERIVING PREDICTION OF NEED FOR CHIEF ACADEMIC DEANS 1965-1980*

Type of Institution	Number of Institutions 1964-65	Percent With Chief Academic Deans	Replacements		New Institutions		Total Need
			Rate Per Year	Number Required	Avg. No. Per Year	Staff New Institutions	
Public	448	76%	9.8%	701	33.3	385	1,086
Independent	95	87%	9.7%	134	2.0	25	159
Protestant	97	93%	10.0%	135	1.0	15	150
Catholic	58	73%	9.9%	78	3.0	34	112
Total	698			1048		459	1,507

* See footnotes on Table II.

An interesting contrast between the data in Tables II and IV is that the replacement rate for chief academic deans is essentially the same in all types of junior colleges. This is not at all the case for presidents. Further, the replacement rate is higher for deans than for presidents in all types of institutions except Catholic junior colleges. Academic deans in the various types of junior colleges were compared by age level of educational attainment to determine whether this might be a reflection of certain similarities among each of the groups.

Table X shows that, in terms of highest degree held, there is little difference among them. The following figures, however, show that chief academic deans differ greatly among the various types of junior colleges on the basis of age distribution.

Type of Junior College	Age Distribution of Chief Academic Deans		
	Percent Under 45 Years of Age	Percent 45 Through 53 Years of Age	Percent Over 53 Years of Age*
Public	33	40	27
Independent	5	30	65
Protestant	9	49	42
Catholic	9	48	43

* Chief academic deans in this age group will reach age 69 (which exceeds the normal retirement age) within the 15-year period covered by these predictions.

These figures would lead one to expect independent junior colleges to have an appreciably higher replacement rate for chief academic deans than do public institutions. That this is not the case may be due to the rapid establishment of new public junior colleges and the subsequent advancement of the deans of these institutions to presidencies at relatively young ages. The youthfulness of public junior college presidents supports this supposition. If this assumption is correct, it is likely that some deans might also be expected to be replaced by relatively young men.

Chief Student Personnel Administrators

An additional 956 chief student personnel administrators has been predicted for the 15-year period 1965-1980 (Table V). The definition of this position in the study is restricted to those individuals whose primary responsibility is the administration of an institution's entire student personnel program, even though they may also perform other staff functions. This probably accounts for the fact that very few Catholic institutions, as well as a relatively small percentage of independent and protestant

institutions, reported that they maintain such position (Table VI). Absence of the position, however, does not necessarily suggest that an institution lacks organized student personnel services. Rather, it is likely that these services are directed by a staff member whose primary responsibilities are in other areas. This is frequently the case in small junior colleges. Consequently, a greater need for additional chief student personnel administrators can be expected in public junior colleges.

TABLE V

PREDICTED NEED FOR ADDITIONAL JUNIOR COLLEGE CHIEF STUDENT PERSONNEL ADMINISTRATORS 1965-1980

Type of Institution	Additional Chief Student Personnel Administrators Needed			
	1965-70	1970-75	1975-80	Total for 15-Year Period
Public	224	274	305	803
Independent	24	25	26	75
Protestant	26	26	26	78
Catholic	(Too few maintain this position to provide meaningful data)			
Total	274	325	357	956
Average Number Per Year	54.8	65.0	71.4	

A comparison of Tables IV and VI indicates that the replacement rate of chief student personnel administrators is lower than the rate for chief academic deans. Various factors may account for this difference. For example, the position does not normally provide the same direct avenue for advancement to the presidency as does an academic deanship. In this sense, the position may tend to be terminal. Furthermore, the following age analysis of chief student personnel administrators shows them to be younger, as a group, than academic deans.

Type of Junior College	Age Distribution of Chief Personnel Administrators		
	Percent Under 45 Years of Age	Percent 45 Through 53 Years of Age	Percent Over 53 Years of Age*
Public	44	34	22
Independent	20	35	45
Protestant	22	50	28
Catholic	—	—	—

* Chief student personnel administrators in this age group will reach age 69 (which exceeds the normal retirement age) within the 15-year period covered by these predictions.

TABLE VI

APPLICATION OF FACTORS FOR DERIVING PREDICTION OF NEED FOR CHIEF STUDENT PERSONNEL ADMINISTRATORS 1965-1980*

Type of Institution	Number of Institutions 1964-65	Percent With Chief Student Personnel Administrators	Replacements		New Institutions		Total Need
			Rate Per Year	Number Required	Avg. No. Per Year	Staff New Institutions	
Public	448	73%	6.3%	433	33.3	370	803
Independent	95	54%	6.9%	59	2.0	16	75
Protestant	97	60%	8.0%	69	1.0	9	78
Catholic**	—	—	—	—	—	—	—
Total	640			552		395	956

* See footnotes on Table II.
**Too few Catholic institutions maintain this position to provide meaningful data.

The relatively recent appearance of this position in many junior colleges, particularly public, may account for the youthfulness of student personnel administrators.

An educational attainment analysis of chief student personnel administrators (Table X) suggests another reason for a relatively low replacement rate. Where the doctorate is desired or required for the presidency, most chief student personnel administrators would be ineligible—they could not fill vacancies at the top of the executive ladder. Therefore, in chief student personnel administrative positions, vacancies created for reason of advancement would tend to be minimal.

Chief Business Officers

It is predicted that there will be a need for 1,041 new chief business managers or junior colleges for the period, 1965 to 1980 (Table VII).

Again, these predictions are restricted to situations where one individual has primary responsibility for business management. Excluded are persons who carry this responsibility but are primarily identified with another institutional role. Where more than one person is assigned business management responsibilities, only the top position is represented.

Table VIII indicates that a large percentage of the private institutions have chief business officers. Ninety-one percent of the Catholic junior colleges reported such a position. In contrast, the number of these colleges with chief student personnel administrators was so few that predictions were omitted from Table V. Conversely, in public junior colleges, the chief business officer position appears less frequently (67 percent) than the position of chief student personnel administrator (73 percent). Where public junior colleges are administered as part of a system which includes both elementary and/or secondary schools, business management functions are sometimes conducted by a central financial office. This would account, in part, for the difference. In contrast, private junior colleges with responsibilities for endowment resources and major fund-raising activities added to their normal financial operations tend to require the service of full-time business officers.

TABLE VII

PREDICTED NEED FOR ADDITIONAL JUNIOR COLLEGE CHIEF BUSINESS OFFICERS 1965-1980

Type of Institution	Additional Chief Business Officers Needed			
	1965-70	1970-75	1975-80	Total for 15-Year Period
Public	191	230	255	676
Independent	30	31	32	93
Protestant	44	44	45	133
Catholic	42	46	51	139
Total	307	351	383	1,041
Average Number Per Year	61.4	70.2	76.6	

Among the four types of institutions, chief business officers represent greater diversity by age group than do the other positions included in these predictions. With the exception of Catholic institutions, a relatively high proportion of chief business officers falls in each age extreme, as indicated by the following figures.

Type of Junior College	Age Distribution of Chief Business Officers		
	Percent Under 45 Years of Age	Percent 45 Through 53 Years of Age	Percent Over 53 Years of Age*
Public	48	31	21
Independent	25	12	63
Protestant	27	21	52
Catholic	0	62	38

* Chief business officers in this age group will reach age 69 (which exceeds the normal retirement age) within the 15-year period covered by these predictions.

The very high ratio of public junior college chief business officers in the younger age bracket differentiates this group from their private junior college counterparts. Other data collected, but not included in this report, showed that more than half of the chief business officers in public junior colleges have occupied these positions since they were established.

Those data further show that relatively young personnel were selected to fill new positions. By contrast, approximately one-fourth of the chief business officers in private junior colleges were the first to hold the position.

TABLE VIII

APPLICATION OF FACTORS FOR DERIVING PREDICTION OF NEED FOR JUNIOR COLLEGE CHIEF BUSINESS OFFICERS 1965-1980*

Type of Institution	Number of Institutions 1964-65	Percent With Chief Business Officers	Replacements		New Institutions		Total Need
			Rate Per Year	Number Required	Avg. No. Per Year	Staff New Institutions	
Public	448	67%	5.5%	346	33.3	330	676
Independent	95	78%	5.6%	69	2.0	24	93
Protestant	97	79%	10.5%	121	1.0	12	133
Catholic	58	91%	10.0%	98	3.0	41	139
Total	698			634		407	1,041

* See footnotes on Table II.

SUPPLYING THE NEED

On the basis of this study, an estimate of nearly 3,000 additional junior college administrators in the four major administrative positions is projected during the next 15 years. To this figure must be added the supporting administrative positions, especially in those institutions with sizeable enrollments and major administrative responsibilities.

These data suggest two central questions: (1) What will be the sources for these administrators? and (2) What qualifications should they possess? While this study was not designed to answer either question, it did elicit information which bears directly on both of them. Data were obtained on (1) the types of institutions from which administrators came to their positions, and (2) the educational level of administrators in terms of their highest earned degree.

Previous Positions of Present Administrators

Table IX indicates by percentages the immediate prior position of incumbent junior college administrators for each of the four administrative categories. The most frequent source of junior college administrative personnel, expressed in terms of previous positions, is from within the same institution. This source is highest for academic deans and lowest in the case of junior college presidents.

The pattern for chief academic deans varies little among the four types of junior colleges. Significant differences occur, however, for presidential positions among the various types of institutions. Thirty-five percent of the independent junior college presidents were recruited from senior colleges and universities, while less than half of that proportion (16 to 17 percent) came from this source in other types of junior colleges. Forty-one percent of the protestant-related junior college presidents came directly from positions with religious organizations. Over one-fourth (26 percent) of public junior college presidents were

TABLE IX

IMMEDIATE PRIOR POSITION OF JUNIOR COLLEGE ADMINISTRATORS

Present Position	Percent by Type of Junior College			
	Public	Independent	Protestant	Catholic
I. Presidents				
Immediate prior position				
a. Within same institution	25	28	20	42
b. Another junior college	26	12	2	5
c. Senior college or university	16	35	17	16
d. Elementary or secondary school	26	12	10	16
e. Religious organization	3	4	41	11
f. Other (incl. graduate school)	4	10	10	10
II. Chief Academic Deans				
Immediate prior position				
a. Within same institution	54	66	50	43
b. Another junior college	12	4	4	0
c. Senior college or university	14	17	21	7
d. Elementary or secondary school	14	3	16	43
e. Religious organization	2	0	5	4
f. Other (incl. graduate school)	4	10	4	3
III. Chief Student Personnel Administrators				
Immediate prior position				
a. Within same institution	49	30	40	*
b. Another junior college	8	3	8	*
c. Senior college or university	14	15	8	*
d. Elementary or secondary school	20	12	24	*
e. Religious organization	4	15	12	*
f. Other (incl. graduate school)	5	25	8	*
IV. Chief Business Officers				
Immediate prior position				
a. Within same institution	26	38	15	63
b. Another junior college	4	5	0	0
c. Senior college or university	11	10	11	0
d. Elementary or secondary school	29	10	9	12
e. Religious organization	0	20	14	13
f. Other (incl. graduate school)	30	17	51	12

* Meaningful data cannot be provided because so few Catholic institutions maintain this position.
** Too few Catholic institutions maintain this position to provide meaningful data.

recruited directly from elementary and secondary school positions—a considerably, yet expected, higher proportion than for other types of junior colleges.

Except for presidents of public institutions, there was little tendency for those in administrative positions, considered in the study, to be recruited from other junior colleges. In fact, a greater proportion of chief student personnel administrators was recruited from senior colleges and universities than from other junior colleges. The high ratio of chief business managers recruited from other than educational institutions reflects the importance placed on their business background.

Highest Earned Degrees of Present Administrators

While possession of an advanced graduate degree is no guarantee of educational leadership ability, considerable weight and importance are placed on such an attainment both inside and outside the profession. Governing boards and the general public increasingly expect junior college personnel in major leadership positions to hold doctoral degrees.

This study clearly demonstrates, however, that traditional sources are providing a disappointingly small proportion of junior college administrators with doctorates. As observed in Table X, fewer than half of the junior college presidents in any of the four types of institutions hold this degree. Only in public junior colleges is a 50 percent figure even approached. Moreover, almost a third of the protestant junior college presidents hold no graduate degree whatsoever. While a number of these junior college presidents hold divinity and other professional degrees, they lack, on the whole, a generally recognized basic credential for the presidency.

The situation in regard to academic deans, while not optimum, is more favorable than that for presidents. In protestant institutions, an appreciably higher percentage of the chief academic deans possess the doctorate than do presidents. Compared to the presidents, a much smaller proportion of deans lacks any type of graduate degree. This suggests that deans of these institutions are drawn primarily from the academic ranks, while many of their presidents come from the ministry.

If it is to be assumed that master's degrees are adequate for administrators with overall responsibility for a junior college student personnel program, this goal appears reasonably well achieved. Nevertheless, significantly more public junior college

TABLE X

EDUCATIONAL BACKGROUNDS OF JUNIOR COLLEGE ADMINISTRATORS
BY HIGHEST EARNED DEGREE

Position	Highest Degree Possessed by Type of Institution (in Percent)			
	Public	Independent	Protestant	Catholic
A. Presidents				
Doctorate	44	34	15	21
Master's	53	54	53	74
No graduate degree*	3	12	32	5
B. Chief Academic Deans				
Doctorate	33	25	25	0
Master's	64	60	66	86
No graduate degree*	3	15	9	14
C. Chief Student Personnel Administrators				
Doctorate	19	5	4	**
Master's	79	75	68	**
No graduate degree*	2	20	28	**
D. Chief Business Officers				
Doctorate	9	0	2	0
Master's	49	47	26	63
No graduate degree*	33	21	50	37
No undergraduate degree	9	32	22	0

* All administrators in this category have completed an undergraduate degree and some of them have completed professional degrees.

**Too few Catholic institutions maintain this position to provide meaningful data.

administrators in this position hold doctoral degrees than do their counterparts in private institutions.

In the case of business managers, it might be argued that qualifications other than a graduate degree are more important. Technical requirements for these positions probably can be met through a combination of experience, business school attendance, and/or an undergraduate business degree. However, the chief business manager of a junior college is often in the position of making decisions that have important educational implications. While a graduate degree provides no guarantee that a business manager has received the background to make him cognizant of

these implications, the right type of master's degree program would certainly help.

Implications for the Future

The findings of this study underscore the magnitude of an administrative staffing problem for junior colleges—a problem not only of numbers but of qualifications as well.

New sources for junior college administrative personnel must be found. Traditional sources have not proven entirely satisfactory, and can be expected to supply even fewer qualified junior college administrators in the years ahead. For example, the general expansion of higher education will doubtless make it increasingly difficult to recruit new junior college administrators from senior colleges and universities. Furthermore, it hardly seems proper or desirable to raid elementary and secondary school administrative staffs as has been done in the past.

The nation's junior colleges must be staffed by competent administrators if these institutions are to realize their "great expectations." This observation does not suggest that the majority of junior college administrators are either unqualified or incompetent. On the contrary, the recent growth and development of junior colleges give evidence that excellent leadership talent indeed exists in these institutions. Nevertheless, the national picture is not uniformly bright.

If the future need for administrators is to be adequately met in terms of both numbers and qualifications, various approaches must be pursued.

1. Young men and women with leadership potential must be encouraged to prepare themselves, by experience and study, for major junior college administrative roles. The best single resource for the identification of administrative talent is the present staffs of junior colleges. However, the demand is so great that no potential source should be overlooked. This process of recruitment will require the combined efforts of junior college presidents, professors of junior college education, the American Association of Junior Colleges, and the ten universities currently participating in the Junior College Leadership Program.

2. A varied, effective, and meaningful program must be presented. The emphasis on quality will not only produce a greater

proportion of doctoral degree holders among junior college administrators, but will incorporate both theoretical and practical educational experiences directly relevant to the special problems and practices of junior college administration.

3. Equally essential are in-service programs to assist and upgrade administrators already practicing in the field. It is unrealistic to assume that adequately qualified new personnel can be secured for the predicted 3,000 new positions in the next 15 years. For many of those employed, effective in-service training will mean the difference between success and failure. Prime responsibility for this assistance lies with universities. These institutions will be asked to design in-service programs that will come to grips with unique problems of junior college administration, and thus realistically improve the effectiveness of the junior college practitioner.